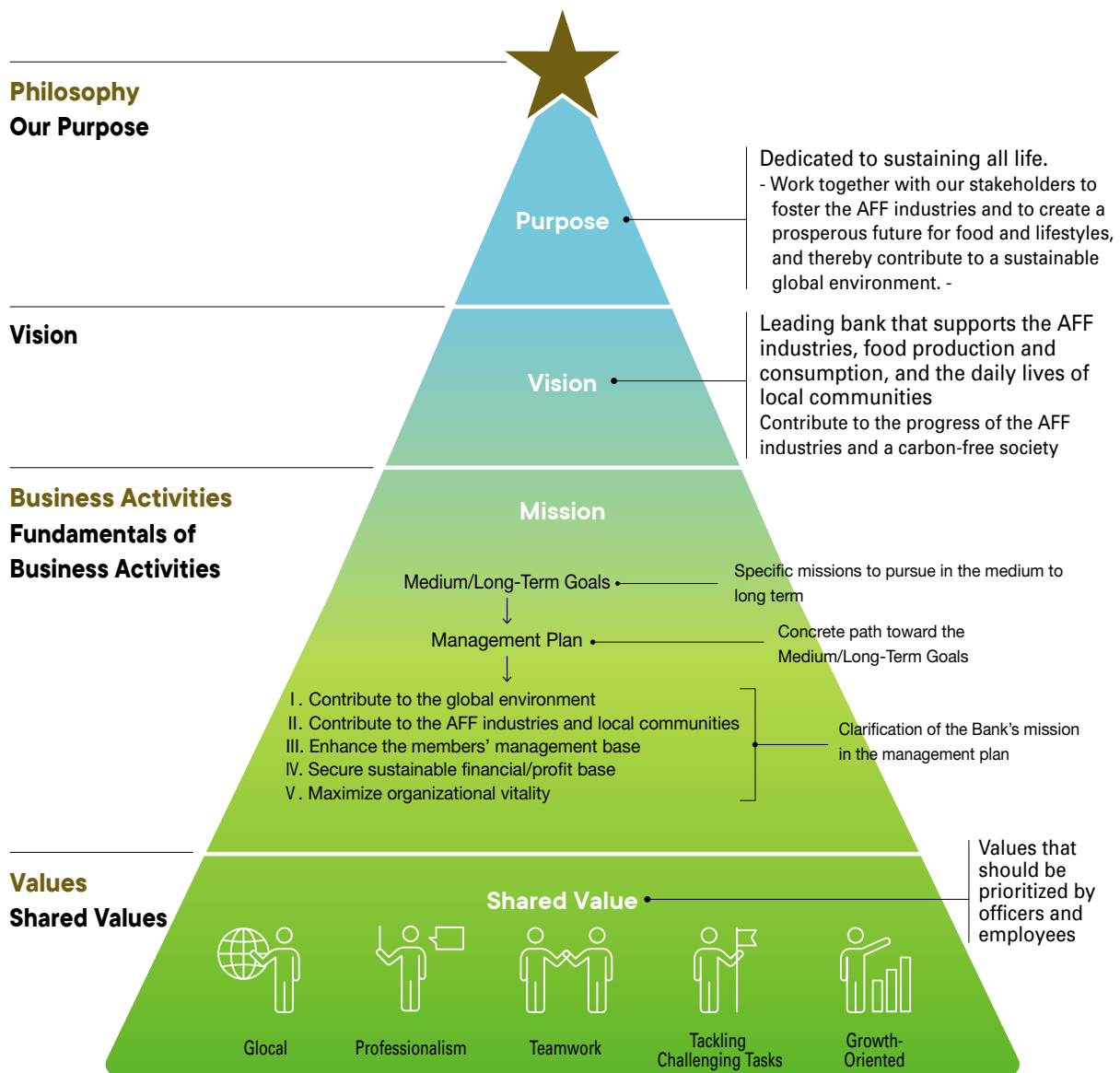


Sustainability Management

The Bank presents five specific missions to continue to fulfill its overall mission of being committed to the development of the AFF industries: contribute to the global environment; contribute to the AFF industries and local communities; enhance the members' management base; secure a sustainable financial/profit base; and maximize organizational vitality. Based on these specific missions, the Bank identified its Purpose (what contributions the Bank should make to a sustainable environment and the society of the future) and its Vision (what the Bank should do to perform its purpose). To achieve these, the Bank set the Medium/Long-Term Goals and the Medium-Term Management Plan as a path guiding its daily business operations toward those Goals.

Based on the "Shared Values" that should be prioritized by its officers and employees, the Bank conducts daily business activities to achieve the goals of its Management Plan and then the Medium/Long-Term Goals. Such efforts are a path to achieve the Bank's Vision and accomplish the Bank's Purpose in society. Sharing such understanding among officers and employees throughout the Bank, we engage in daily business operations.

Through these efforts, we will deepen a dialogue with our stakeholders and meet their expectations, thereby promoting the continued development of the AFF industries and the provision of value to society.



Stakeholders:

Members (JA, JF and JForest)/individual cooperative members (i.e., people working in the AFF industries); our clients (deposit and savings, loans) including AFF-related companies; local communities; business partners in the Bank's entire operation including financial institutions, market participants and contractors; governments and municipalities; and employees

To realize its Purpose, the Bank strives to attain the Medium/Long-Term Goals: reduce GHG emissions at its investees and borrowers by 50% by fiscal 2030 compared with fiscal 2013, and increase the income of farmers, fishermen and foresters.

For the reduction of GHG emissions, we will not only promote efforts to reduce the GHG emissions from investees and borrowers and the Bank itself but also promote initiatives to absorb CO₂ through forests in collaboration with the JForest cooperative group.

To attain these Goals, the Bank will execute new sustainable finance totaling 10 trillion yen by fiscal 2030.

In addition, the Bank strives to raise the ratio of women in managerial positions as part of its efforts to build a corporate foundation to promote sustainable management.

The Norinchukin Bank's Medium/Long-Term Goals

